S. HRG. 102–124

# NOMINATIONS OF JOHN G. KELLER AND PRESTON MOORE, JR.

## HEARING

BEFORE THE

## COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION UNITED STATES SENATE

ONE HUNDRED SECOND CONGRESS

FIRST SESSION

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# NOMINATIONS OF JOHN G. KELLER TO BE UNDER SECRETARY FOR TRAVEL AND TOURISM AND PRESTON MOORE, JR., TO BE CHIEF FINANCIAL OFFICER OF THE U.S. DEPARTMENT OF COMMERCE

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**WEDNESDAY, APRIL 24, 1991**

U.S. SENATE,
COMMITTEE ON COMMERCE, SCIENCE,
AND TRANSPORTATION,
*Washington, DC.*

The committee met, pursuant to notice, at 1:35 p.m. in room SR–253, the Russell Senate Office Building, Hon. John D. Rockefeller, presiding.

Staff members assigned to this hearing: Ivan Schlager and Becky Kojm, professional staff members; and Leslie Blosse, minority professional staff member.

## OPENING STATEMENT BY SENATOR ROCKEFELLER

Senator ROCKEFELLER. This hearing will come to order, and we will start with the hearing for Mr. Preston Moore, Jr. If he could come forward he will, I believe, be introduced by Senator Lloyd Bentsen, a member of this committee and the chairman of the Finance Committee.

Senator Warner, my apologies.

Senator WARNER. That is all right, Mr. Chairman.

## OPENING STATEMENT BY SENATOR BENTSEN

Senator BENTSEN. Mr. Chairman, I am delighted to have a chance to appear before your committee, and to introduce a friend of mine who has been a very successful businessman back in my State.

Preston Moore is a graduate of the University of Texas. He is a graduate of the Harvard Business School. He has been nominated to be the Chief Financial Officer for the Commerce Department. That is a position that was created by the Congress, and I think for a very justified reason, to try to see once again that we do due diligence in expenditure of the taxpayer's money.

Preston Moore will be concerned with the administration of some $2.5 billion in the budget, and then of course he will have other administrative responsibilities that would be assigned to him by the Secretary.

He is a man who has the kind of a background that I think that job requires, an experienced executive of the type we want and

need to have in Government. That is particularly true at the Commerce Department.

He has the credentials, the management experience. He is a talented administrator who will serve the public interest well, and I urge this committee to accept his nomination by the President.

Senator ROCKEFELLER. Thank you, Senator Bentsen, very much. And Mr. Moore, we would be delighted to hear from you now any remarks you might wish to make.

Senator BENTSEN. Mr. Chairman, if you would excuse me I had to leave the floor, I was involved in the debate.

Senator ROCKEFELLER. Thank you, Senator Bentsen, very much. And I might say that Preston Moore's wife, Betty, is here, and Preston III and Elizabeth and Susan Baker, who is a cousin. We are delighted to have all of you.

## STATEMENT OF PRESTON MOORE JR., NOMINEE TO BE CHIEF FINANCIAL OFFICER OF THE U.S. DEPARTMENT OF COMMERCE

Mr. MOORE. Thank you, Mr. Chairman.

It is an honor to appear as the President's nominee for the position of Chief Financial Officer of the Department of Commerce. I would like to thank Secretary Mosbacher for recommending me to the President, and a special thanks to you, Mr. Chairman, for scheduling this hearing on such short notice.

The Chief Financial Officers' Act of 1990 represents landmark legislation for improving financial and resource management throughout the Federal Government. I am keenly aware of the objectives of this act and of the expectations it places on the performance of the agency Chief Financial Officers. If I am reported favorably by this committee and confirmed by the Senate, I will do my best to contribute to Secretary Mosbacher's team an understanding of financial management and budget control gained through 30 years of business experience.

As my resume indicates, I served as president and chief executive officer of Wilson Business Products, Systems & Services, Inc. During my tenure, this company grew from $3 million a year in sales to $60 million and became the largest office products dealer in any single market in America. For 5 years, from 1975 to 1980, I also served as president of an income-producing real estate company that was sold in 1980. Financial management played a critical role in these successes.

Until April 10 of this year, I was president of a major worldwide oil field services company: Wilson Industries. When I came to Wilson Industries in 1984, we faced a collapsing market for our products, actually a depression in that part of the world, and were $70 million in debt.

In 1990, Wilson earned a $15 million profit. We achieved such profits through a concerted downsizing strategy, which is a markedly different challenge compared to an expansion or growth program. I was pleased that we once again became a taxpaying organization.

In each of the companies with which I have been associated, I have been involved in the sale, acquisition, and proposed merger of

these firms, and in doing this, it is essential that one have good financial information and good financial understanding.

Based on these experiences, I hope to bring my private sector experience and discipline to financial management in the Department of Commerce. Congress clearly intended that the Chief Financial Officers' Act be a vehicle to bring financial accountability to the Government, a goal I would make a top priority if I am confirmed. The act also calls for an integrated agency accounting and financial management system. I would hope to move that objective forward, as well as all other provisions of the act.

Secretary Mosbacher and Deputy Secretary Schnabel are successful private-sector businessmen in their own right, and I look forward and intend to work closely with them. If reported favorably by this committee and confirmed by the Senate, I will do my utmost to fulfill these responsibilities and contribute to the Department's mission. I look forward to the chance to work closely with you.

I welcome any questions the committee may have. Thank you very much, Mr. Chairman.

[The biographical data and answers to questions of Mr. Moore follow:]

BIOGRAPHICAL DATA

Name: Moore, Preston, Jr.; address: 5823 Indian Trail, Houston, TX 77057; business address: P.O. Box 1492, Houston, TX 77251.

Position to which nominated: Chief Financial Officer, Department of Commerce; date of nomination: April 11, 1991.

Date of birth: August 7, 1931; place of birth: Houston, TX.

Marital status: Married; full name of spouse: Betty Kyle Walker Moore; names and ages of children: Preston Moore, III (30); Elizabeth Baker Moore (22).

Education: Lawrenceville School, September 1947–June 1949, High School, June 1949; University of Texas-Austin, September 1949–January 1954, B.A., January 1954; Harvard Business School, September 1978–June 1980, Business Management, June 1980.

Employment record: April 1984–December 1990, Wilson Industries, P.O. Box 1492, Houston, TX, 77251, President and Chief Operating Officer; September 1956–April 1984, Wilson Business Products, Systems, P.O. Box 4285, Houston, TX, 77251, various positions, last was Chairman and Chief Executive Officer; June 1975–June 1980, Graham Realty, Houston, TX, President; April 1954–April 1956, U.S. Air Force, Whiteman, AFB, Sedalia, MO, 65301, Lieutenant, Personnel Services.

Government experience: None.

Political affiliations: *1988*—Chairman, Texas Business for Bush/Quayle '88; Campaign Finance Committee, Kent Hance for Texas Railroad Commission; and Co-Chairperson, Associated Republicans for Texas Dinner for Republican Legislators. *1986*—Chairman, Fundraiser for Harris County Republican party. *1984*—"Get Out the Vote Campaign"—program to enlist leading Texas corporations to encourage employees to vote; Chairman, "Tribute to Jim Baker" luncheon. *1980*—Reagan/Bush Campaign. *1978*—Steering Committee, Jim Baker for Attorney General, State of Texas. *1976*—Ford for President Campaign. *1970*—Bush for Senate Campaign, Texas. *1966*—Bush for Congress Campaign, Texas. *1952*—Co-Chairperson, "Welcome Eisenhower to the University of Texas."

**Political Contributions**

| Date | Amount | Payee |
|---|---|---|
| 04–28–80 | $750 | George Bush for President. |
| 09–24–80 | 100 | Texans for Judge Will Garwood, Texas Supreme Court. |
| 10–07–80 | 100 | Carter-Mondale Compliance. |
| 10–16–80 | 50 | Dale Gorczynski Campaign—Houston City Council. |
| 10–16–80 | 50 | Eleanor Tinsley Campaign—Houston City Council. |
| 10–16–80 | 50 | Lance Lalor Campaign—Houston City Council. |

## Political Contributions—Continued

| Date | Amount | Payee |
|---|---|---|
| 10–16–80 | 50 | Ben Reyes Campaign—Houston City Council. |
| 10–16–80 | 50 | Anthony Hall Campaign—Houston City Council. |
| 10–16–80 | 50 | Christin Hartung Campaign—Houston City Council. |
| 10–27–81 | 1,000 | Salute to JAB—Republican Party of Harris County. |
| 11–09–81 | 500 | Reelect Charles Wilson for Congress. |
| 11–11–81 | 200 | George Grenias for Houston City Council. |
| 11–11–81 | 500 | Jim Greenwood for Houston City Council. |
| 01–18–82 | 500 | Lloyd Bentsen Re-Election Campaign. |
| 07–12–82 | 200 | Jack Ogg Campaign—Texas Attorney General. |
| 10–05–82 | 300 | Mike Andrews for U.S. Congress. |
| 02–18–83 | 1,000 | Lloyd Bentsen Re-Election Campaign. |
| 03–25–83 | 1,000 | Republican Senatorial Inner Circle. |
| 04–05–83 | 1,000 | Senator John Tower Dinner. |
| 10–18–83 | 500 | Kathy Whitmire Campaign Fund (Houston Mayor). |
| 11–01–83 | 500 | Friends of Phil Gramm. |
| 11–04–83 | 100 | Jim Westmoreland Campaign—Houston City Council. |
| 11–04–83 | 100 | Ben Reyes Campaign—Houston City Council. |
| 11–04–83 | 100 | Christin Hartung Campaign—Houston City Council. |
| 11–04–83 | 100 | George Grenias Campaign—Houston City Council. |
| 11–04–83 | 100 | Eleanor Tinsley Campaign—Houston City Council. |
| 12–14–83 | 500 | Rob Mosbacher for U.S. Senate. |
| 01–10–84 | 1,000 | Republican Senatorial Inner Circle. |
| 07–25–84 | 1,000 | Victory '84. |
| 10–01–84 | 2,000 | Victory '84. |
| 02–05–85 | 1,000 | Republican Senatorial Inner Circle. |
| 12–16–85 | 1,000 | Kent Hance for Governor. |
| 02–11–86 | 1,250 | Republican Party of Texas. |
| 05–21–86 | 200 | Judge Roy Berrera for Texas Attorney General. |
| 05–21–86 | 100 | Mesa Political Action Committee. |
| 05–21–86 | 45 | Republican Party of Texas. |
| 05–29–86 | 500 | Republican Party of Texas. |
| 10–08–86 | 500 | Incumbent Republican Legislators. |
| 11–07–86 | 100 | Turning Point Political Action. |
| 06–15–87 | 1,000 | Republican Party of Texas. |
| 01–13–88 | 500 | Republican Party. |
| 03–08–88 | 250 | Pete Dawkins for U.S. Senate. |
| 04–29–88 | 100 | Fred Meyer for State Chairman, Republican Party. |
| 04–29–88 | 750 | Associated Republicans of Texas. |
| 09–08–88 | 2,000 | Texas Victory '88 Committee. |
| 10–12–88 | 1,000 | Kent Hance for Railroad Commissioner Campaign. |
| 10–17–88 | 1,000 | Texans for Chief Justice Phillips. |
| 04–05–89 | 1,000 | Republican Party of Texas. |
| 04–25–89 | 1,000 | San Jacinto Council—Republican Party of Harris County. |
| 04–26–89 | 1,000 | Friends of Phil Gramm. |
| 05–02–89 | 1,000 | Jim Greenwood Campaign—Houston City Council. |
| 09–05–89 | 1,000 | Fatjo for Comptroller Campaign. |
| 11–30–89 | 333 | Fatjo for State Comptroller. |
| 12–05–89 | 1,000 | Texas Presidential Gala. |
| 05–22–90 | 125 | Republican Party of Harris County. |
| 07–09–90 | 1,000 | Rob Mosbacher for Lt. Governor. |
| 10–16–90 | 1,000 | Rob Mosbacher for Lt. Governor. |
| 11–05–90 | 1,500 | GOPAC. |
| 12–04–90 | 500 | Rob Mosbacher for Lt. Governor. |

Memberships: 1979–present, The Houstonian, member; 1956–present, Houston Country Club, member; 1977–present, Bayou Club, member; 1957–present, Allegro, member, board of directors; 1982–present, Harvard Business Club of Houston, member; 1982–present, Preston Moore, Jr. Trust, trustee; 1984–present, Houston Engineers, director; 1987–present, The University of Texas Graduate School of Business Advisory Council, vice chairman; 1982–present, Wilson Industries, Inc., director; and 1984–present, Wilson Supply International U.K. (Ltd.), director.

Honors: None.

Published writings: None.

QUESTIONS OF THE CHAIRMAN AND ANSWERS THERETO

*Question 1.* How do you believe your background makes you qualified to serve as Chief Financial Officer (CFO)?

Answer. As CEO for Wilson Business Products for 8 years and president of Wilson Industries since 1984, I dealt with financial issues similar to those of the Federal Government. I had to have timely and accurate financial information to manage the company. In the private sector, managing a company's finances is a matter of survival; it is the way performance is monitored—it's the grade one receives. Therefore, being a financial manager and understanding financial information was essential to my success as a CEO.

I have had financial responsibilities in all of my previous positions—including from 1975 to 1979 as CEO and president of Graham Realty Co. in Houston, TX. In each of the companies with which I have been associated, I have been involved in the sale, acquisition, and proposed merger of these firms. The other companies we examined often did not have accurate financial information and were in deteriorating financial condition. It was necessary to analyze these companies and at the same time understand fully their condition. Therefore, my background in the private sector qualifies me to serve as CFO, if the Senate confirms me.

*Question 2.* What do you believe your duties will be as the new Chief Financial Officer?

Answer. Congress clearly intended that the Chief Financial Officers' Act be the vehicle to bring financial accountability to the Government. If confirmed as the Chief Financial Officer for the Department of Commerce, I will have direct responsibility for all the key financial management functions—finance, budget, and information resources management. In addition, if confirmed, I will also supervise the Department's personnel, procurement, internal control, grants management, and property management. These functions will give me the full set of tools necessary to fulfill my duties under the Act. One of my primary duties will be to implement an integrated agency accounting and financial management system, a goal to which I am committed.

*Question 3.* What do you consider to be the top priorities of the Department of Commerce (DOC)? What will be your top priorities at DOC? What do you hope to accomplish as Chief Financial Officer?

Answer. Among the many issues that demand the Department's attention, international economic competition is the linchpin. The Department must expand overseas markets for U.S. goods, accelerate commercial applications of new technologies, and provide the economic data necessary for Federal and private decisionmakers. At the same time, the Department must encourage the creation and expansion of minority-owned business and support the balanced management of the oceanic and atmospheric environment.

My priorities, if confirmed, will be to support Secretary Mosbacher and Deputy Secretary Schnabel in achieving the goals they and the President have set out for the Department. I will give particular attention to strengthening our quality management initiative and to the process of modernizing the Department's financial management systems to provide timely and accurate data to program managers. Total quality management is essential if we are to be successful in implementing Secretary Mosbacher's trade and competitiveness goals. In a Department as diverse as Commerce, no single approach to quality can be imposed across all programs. We will continue to stress flexibility of approach and to search out the best practices from quality experts and firms in order to build a system that is best suited to the needs of the Department of Commerce.

*Question 4.* DOC frequently has been criticized for being unwieldy. What thoughts do you have for streamlining the operation of DOC? How would you contribute to this effort?

Answer. A former Secretary of Commerce commented that the Department is like Noah's Ark, except that it has only one of everything. The diversity that some may view as being unwieldy, however, can also be a strength because of the multiple perspectives that can be brought to bear to achieve common goals.

Secretary Mosbacher has charted our course by setting out his specific goals for the Department. These goals are key to a streamlined operation because everyone now understands the direction we are headed. My contribution, if confirmed, will be to administer the management by objectives (MBO) system so as to achieve those goals. The MBO system has already been proven effective, and I hope to make it a still better management tool for the Secretary. Another important contribution will be the creation of a core financial management system. Integrating the disparate financial systems that now exist will go a long way toward streamlining the financial operations of the Department and improving its management.

Question 5. The position of Chief Financial Officer is a new one. How will the creation of this office affect already-existing financial management practices at DOC?

Answer. The Department's current financial management practices and systems have been subject to criticism from the Department's Office of Inspector General and the Office of Management and Budget. Secretary Mosbacher's financial management restructuring, in response to the CFO Act, will enable Commerce to improve its accounting and financial management practices and assure compliance with the CFO legislation.

I believe the new Chief Financial Officer position strengthens the Department's hand in improving all facets of Commerce's financial management. In particular, if confirmed, I will provide program managers with the financial tools they need to make sound management decisions. It was clear in the private sector that this was crucial for success, and it seems to me every bit as important in the public sector. Sound financial data is critical to making correct decisions at all levels of the Department and the Government.

*Question 6.* One of the intents of the Chief Financial Officer Act of is to require the development of systems that provide complete, timely, and accurate reporting of financial information. What would you do to ensure this?

Answer. Once I am confirmed, and having direct responsibility for all the key functions finance, budget, and systems—I will have all the levers I need to effectively control the organization's financial management and assure reporting of financial information is strengthened. Also, by having supervision of the Department's personnel, procurement, internal control, grants management programs, and other administration management functions, I will have the full set of tools I need to administer efficiently and effectively the responsibilities of Chief Financial Officer of the Department of Commerce.

One of my top priorities will be to establish an integrated core financial system. When completed, the departmental core financial system will comply with the Joint Financial Management Improvement Program core system requirements and GAO/Government accounting principles and standards. In addition, the core financial system will incorporate a central financial database for central financial reporting and the preparation of financial statements.

I intend to work closely with the bureau managers to meet their needs. Constant communication is essential to understanding their needs and building a system that they will find valuable themselves in leading their agencies. Each has unique requirements that must be met as we implement the integrated core financial system.

Senator ROCKEFELLER. Thank you, Mr. Moore, very much. Before I ask you just a couple of questions, I want to further embarrass myself, because Susan Baker did not want to be specifically identified because that is her nature. She does not seek publicity, but I do welcome her here, and must say that I am in awe of what it is that her husband accomplishes in his extraordinary work, and also in all of the things that Mrs. Baker, with respect to work toward improving the media, something in which my wife, Sharon, and I thoroughly join her in her interest.

If you do as good as good a job in the Commerce Department as you did for Wilson Industries, this country is going to be in excellent shape, sir. And what frankly interests me because you did make it an enormously profitable and successful company and the Commerce Department, Weather Service, the International Trade Administration, I mean it is just absolutely enormous. As large as is the Secretary's office, so is the complication of that Department. Very few people have been able to get hold of it, just because it is so diverse.

I am interested, as I always am, with those who come from the private sector into the public sector, where you are open to criticism and inspection and all those things that go along with public service. I am just simply interested in what it was that made you decide to do that.

I am sure the President asked you to do that. That was obviously important, but you are giving up a lot, and you must have reasons why you want to do this.

Mr. MOORE. Well, Secretary Mosbacher also asked me, and as you know Secretary Mosbacher does not take no easily for an answer—not that I would have given him no, but I wanted to make the change from the private sector to the public sector. I felt that I hopefully could make some contributions.

My family has a history, like your family does, Mr. Chairman, of public service. My father served in the Navy as a commander in the Navy during World War II. He was the executive officer of a cruiser. The cruiser went off and left a chief petty officer at Guantanamo in Cuba. The man was court martialed; he asked my father to come back to defend him. He did, and he was not a lawyer, but he got him off.

Coming back after that, flying back into Corpus Christi Naval Air Station he lost his life. He gave back, I think, the ultimate. I think I have some of those genes; I hope I do. I have two young people with me today that mean a great deal to me, and I hope they have some of those genes, that some of that will pass on to them. I have a strong desire to do public service. I have a history of public service, whether it be not necessarily here, but whether it be in the church, or in the schools, or in the State government or in the city government, but throughout my family. I look forward to having the opportunity to be here, and I am very happy and very pleased to be associated with those people at the Department of Commerce, because we have some marvelous people who work there.

Senator ROCKEFELLER. I am really happy to hear you say that, and I know that Senator Warner, who is standing in the room also, would share that view, because the public service gets such a trashing. It is the thing to do; people get elected to office running against Washington. People get stand up applause speaking against Washington. And yet people have to make this country work.

One of the areas that interests me greatly and which would be very much in your area, is the whole question of exporting. It has been in your area in the past, and it will be in the future. I think a lot of the luck that we have had economically in recent years has been because of more concentration on promotion of exports.

In rural States like Texas, which is urban but also has very rural parts, and rural States like my own, West Virginia, getting people to understand that they can get into exporting, for example small- and medium-size businesses, that they can get into exporting, and that they can make money from it, and that the so-called paper hassle is not as bad as they have heard, and that they can be successful at it.

It is an enormous challenge in my State of West Virginia, where we have 25,000 jobs, which is more, incidentally, that there are coal miners, that depend exclusively on exports. I am just curious as to how you might approach this with respect to your public responsibilities as opposed to your business ones.

Mr. MOORE. Well, I think certainly it is a very high priority, as you know, on Secretary Mosbacher's agenda. I think what we will

bring, hopefully, with the Chief Financial Officers' Act, is some better accountability. I think we will have improved financial, more timely financial information. It will not come quickly, but I think we will give to the people in the Department that are charged with the responsibility to make decisions, we are going to give them better financial information, so they can better make financial decisions, so they can better manage. I think that is absolutely essential, and we do not have bad systems, but it is much like TQM, it is a continuing process of trying to improve the financial management systems. I think we will do that, and I think that will do a great deal to help people make decisions that will improve our Department overall and certainly improve some of the things that you are talking about, where people might have difficulty getting information.

Senator ROCKEFELLER. Just one final question, Mr. Moore, and I have to say that the fact that I am here by myself should in no way discourage you. There is a lot going on in the floor right now; we just had a monumentally controversial vote, and it often happens at confirmation hearings. So, I do not want you to feel that this any way is a lack of interest on the part of Congress, although I would be hard-pressed to prove otherwise, would I not?

Mr. MOORE. I appreciate your being here, Mr. Chairman.

Senator ROCKEFELLER. But you speak interestingly that there can be some similarity in approach to business and getting it under control, harnessing it, rationalizing it, breaking it down into the right data bases, et cetera, so that information is available for people to make better decisions.

And you speak that way, in a sense, about Government. A lot of people say that Government and business are not alike, and yet your specific mission, in a sense, is to bring rationality and better decisionmaking based upon more facts, making that more broadly available within the Department of Commerce. You obviously have a fairly strong confidence that you can do that.

Mr. MOORE. Yes, sir. I do. I think that really any business or any governmental organization is really a group of people. And we have an outstanding group of people. Secretary Mosbacher might need some more people, but he could run GE or he could run IBM with the quality of the people that I have come in contact within the Department of Commerce.

So, it is not a matter of, the basic ingredient of excellent and dedicated, hardworking, wonderful people are there, as they are in many businesses, as I have had the opportunity to be associated with. It is a matter of giving, of improving some financial information that we provide is one of the things that is going to be high on the priority for me.

I do not think there is any difference between a business organization and a governmental organization. They talk about business having a bottom line. That is true. We also have a bottom line to provide services and be sure that we operate within a reasonable budget. I consider that of equal importance as far as the bottom line is concerned.

Senator ROCKEFELLER. I have great confidence in you. I have enormous confidence in Secretary Mosbacher. I share a very warm personal feeling for him, as well as professional feeling. I think he

is an extremely direct, vigorous and very determined person, and I think that you two will work very well together.

I do not have any more questions. I think I can assure you, Mr. Moore, that you are going to be confirmed. I think your record and your presentation makes that even more certain.

I would wonder whether the Senator from the State of Nevada has any statement or question he wishes to make.

Senator BRYAN. I do not, Mr. Chairman.

Senator ROCKEFELLER. Mr. Moore, in that case, let me just thank you for being here with your family and your cousin, and say that I am confident you will be confirmed, and I really respect you for taking the public service route. It is so easy not to do that, but you have done it, and that is going to help our country. I am grateful to you.

Mr. MOORE. I am the one that is fortunate. Thank you, Mr. Chairman. Thank you, Senator.

Senator ROCKEFELLER. Senator Warner, if you would come forward with John Keller. Mr. Keller, I understand your wife, Katherine, is here, and we welcome you. Senator Warner, would you proceed?

## STATEMENT OF HON. JOHN WARNER, A U.S. SENATOR FROM VIRGINIA

Senator WARNER. Thank you, Mr. Chairman. If I may, sometimes in those moments when you wait you learn, and I did learn, listening to you and the preceding nominee, and it did bring back a few memories, which relate to this nomination today. If I may, Mr. Chairman, indulge a minute, it is a privilege to introduce Mr. Keller, who has been nominated by the President to be Under Secretary of Commerce for Travel and Tourism.

That is a subject that I was privileged to work with when I was given the task of heading up the Federal effort in the Nation's bicentennial. It was in the course of those duties that I had the privilege and the honor of meeting with your father on many occasions in his office in New York, at which time he used to give me his thoughts on the importance of public service, the fundamentals of democracy. I cherish those memories.

Senator ROCKEFELLER. Well, thank you, Senator Warner. That is very, very kind and very thoughtfully presented.

Senator WARNER. The curious bit of coincidence is that I served once as an advance man for at that time Vice President Nixon, and coincidentally he was here this morning visiting with a few of us on the Soviet Union. As advance man I got to know him very well, and through that responsibility was my first initiation into the importance of travel. I worked with him in some 28 States during that period in 1960, and he later told me that was one of the reasons he asked me to take on responsibility of the bicentennial, which directly supported America's tourism then, and continues to this day.

As you may know, Mr. Chairman, Mr. Keller is currently serving as a Deputy Assistant to the President, and Director of the Presidential Advance Team, so we are former advance men together. As Director of the Advance Office for the past 2 years, Mr. Keller has been responsible for creating, planning, and executing all of the

President's public appearances. He manages and controls the operations of the actual trip by traveling on Air Force One with the President.

He has been responsible for formulating the President's participation in a number of complex events of large proportion, such as the 1990 Economic Summit in Houston, TX, the Presidential Bicentennial Inaugural, the 1988 Presidential campaign, and the 1988 Republican National Convention in New Orleans.

Each of these events involved close coordination and liaison with numerous groups and organizations to insure a successful event for the President. For Presidential trips overseas, Mr. Keller leads a delegation of substance and support experts to the specific countries two or three times before the arrival of the advance team.

As the leader of the U.S. delegation in those visits, Mr. Keller represents the President and the United States in negotiating the schedules, substantive agendas and desired media coverage. All of those experiences, I think Mr. Chairman and members of the committee, directly relate to the experiences he will undertake subject to the confirmation by the Senate.

From 1982 to 1988 Mr. Keller served in the Vice Presidential Advance Office, first as Advance Representative and in 1986 as Deputy Director. In 1987 Mr. Keller was promoted to Director of Vice Presidential Advance, and served in that position until 1989, when he was appointed Director of Presidential Advance.

He is a native of Washington, DC, and currently resides in my State, Alexandria, VA. He earned a bachelor of science degree from Iowa State University in Ames, IA, and he is newly married to the former Katherine Wood, whom the Chair just introduced.

Mr. Chairman and members of the committee, I hope the committee will give this nomination the utmost consideration for the position, and that the floor of the Senate will eventually receive the nomination and report favorably to the President of the United States. I am privileged to give my hearty and unqualified support, Mr. Chairman. At this point, as a former advance man, I wish him well. He is on his own. [Laughter.]

Senator ROCKEFELLER. Thank you, Senator Warner. That was a bravura performance, and again I appreciate your comments about my father.

Senator Bryan, do you have any opening statement that you want to make before we call on Mr. Keller? You like to be called Jack, I am told.

Mr. KELLER. No, sir. My father was a Jack. I am a John.

Senator ROCKEFELLER. You are a John. Well, that mistake will not be repeated.

Senator BRYAN. Mr. Chairman, thank you. I would ask unanimous consent that the statement I have be made a part of the record.

[The prepared statement of Senator Bryan follows:]

PREPARED STATEMENT OF SENATOR BRYAN

Thank you, Mr. Chairman, and welcome Mr. Keller. I had the pleasure of meeting with Mr. Keller today—he brings an extensive background and enthusiasm which I believe will be useful for the position to which he has been nominated: Undersecretary of Commerce for Travel and Tourism.

Indeed, he will need a variety of skills—and forethought—for this post. As the members of this committee are well a ware, the travel and tourism industry is deceptively large. The economic importance of the industry is often overlooked because few view it as an integrated whole. Instead it is thought of in its component parts: airlines, railroads, passenger ships, hotels, restaurants, recreation, etc.

As we know, the Commerce Department recently announced a 40-percent loss in foreign tourist travel to the United States. It appears that fear of terrorism and the recession have had a devastating effect on the travel and tourism industry. Congress and USTTA must work together to turn this decline around.

in 1990, foreign visitors spent $52.8 billion in the United States, compared with $48.1 billion spent by Americans traveling outside the country. This gave the United States a surplus of $4.7 billion. With our enormous trade deficit, this appears to be the only bright light.

Unfortunately, the U.S. Government has taken tourism for granted. The President's fiscal year 1992 budget proposed a meager $14 million budget for the U.S. Travel and Tourism Administration. This continued small effort places the United States 45th in per capita spending on tourism and 19th in total spending by national government tourism organizations. This is behind such countries as Malaysia, which spends $43.9 million and Tunisia, with $39.3 million. The United States must more aggressively market itself as an international travel destination.

I look forward to working with Mr. Keller in our Nation's effort to promote tourism. I encourage the USTTA to expand on public-private partnerships, offering the private sector a number of opportunities to promote their products abroad in a coordinated umbrella effort. I am heartened by the effort of a new coalition of private companies, spurred on by Ambassador Schnabel and Secretary Mosbacher. This will help create a new atmosphere for more cooperation to promote the United States as a travel destination.

Thank you, Mr. Chairman. I look forward to continuing to work with you to promote this important area of the economy and to hearing from Mr. Keller on how we can better forward the nation's tourism agenda.

Senator BRYAN. I would simply indicate to you that I had a chance to visit with Mr. Keller earlier today in my office. We had occasion to first meet in the great State of Nevada last December. I intend to support his nomination, and I am enthusiastic about his selection. We have chatted a good bit about the importance of the role that he plays, and not only to my State, but to your State, and a number of us who rely very heavily upon tourism, and I am convinced he is going to be a great advocate for our cause.

He has worked closely within the inner workings of the Federal Government, which I believe to be a great asset, and I hope as such he will not restrain himself in terms of being a great advocate of the cause that we all share together. My best wishes and congratulations to him and to his wife and to his family.

Senator ROCKEFELLER. Thank you, Senator. Mr. Keller, you may proceed.

## STATEMENT OF JOHN G. KELLER, NOMINEE TO BE UNDER SECRETARY FOR TRAVEL AND TOURISM

Mr. KELLER. Mr. Chairman and distinguished members of the committee, I am extremely honored to be here as the President's nominee for Under Secretary of Commerce for Travel and Tourism. I would of course also like to thank Secretary Mosbacher for the confidence he has placed in me.

Let me first say that I realize that I have big shoes to fill. Ambassador Schnabel has done an outstanding job in his tenure at USTTA. I am very lucky that he will only be a few floors away so that I can continue to take advantage of his wisdom and good counsel.

During my many years working for candidate, Vice President, and now President Bush, I have had the opportunity not only to

travel extensively, but also to work on a daily basis with the travel and tourism industry. As I am sure each of you know, President Bush is an avid supporter of tourism, particularly as it relates to the great outdoors. His interest has allowed me to be intimately involved, especially during his years as Vice President, with his pursuits in recreation and interests in outdoor issues.

Furthermore, after visiting every State in the Union as well as over 70 foreign countries, and having logged over 1 million miles in the process, I have had the opportunity to see and experience all that America has to offer to the business and leisure traveler. From our national parks and scenic byways to our business convention and exhibition centers, I can say first hand that the United States offers the finest business and pleasure travel destinations in the world.

My travels have taught me that these countries offer a cornucopia of tourism trade dollars for the United States. The experiences I remember most are those from Eastern Europe. Almost every serious negotiation in which I was involved would eventually be sidelined by questions from high-level government officials wanting to talk about America. I was constantly moved by their genuine warmth and curiosity as they asked about the United States and described their impressions of things we take for granted every day. These experiences and many others lead me to fully appreciate and believe in the importance of travel and tourism to the economic, social, and cultural well-being of the United States.

I understand, however, that this does not make me an authority on tourism. I am, however, a quick study, though, and the statistics which I have been learning recently have me awed. Last year, 40 million international travelers visited the United States, spending $51 billion and generating a travel trade surplus of over $3 billion. As the second largest retail sales industry in the United States, it is quite clear to me that, as Secretary Mosbacher so aptly put it recently, "Tourism is where we truly get the biggest bang for the buck."

The tourism industry is a hard one to sink your teeth into, however. I heard it referred to the other day as an "invisible export." As a service industry, it lacks the common pictures the mind conjures for the word "industry": factories, smokestacks, assembly lines. Tourism cannot be packaged or produced, shipped or received. And most of all, unlike durable goods and merchandise, you cannot physically touch it or display it. These types of perceptual barriers can make consensus building very challenging indeed. But I would like to take this opportunity to again congratulate Ambassador Schnabel for the great strides he has made in bolstering the status and visibility of USTTA and the industry as a whole. I believe, however, that this is a priority that should remain at the forefront of USTTA's agenda and, if reported favorably by this committee and confirmed by the Senate, I will continue with this agenda.

Only by continuing to heighten the awareness among all branches of Government and all segments of the private sector can new initiatives be expected to succeed. I liken this to a very simple quote I heard once, "The loftiest of edifices need the deepest of

foundations." I consider awareness to be a cornerstone in that foundation for the lofty edifice we call tourism.

I know that many new tourism initiatives are on the horizon, and exciting ones at that: rural tourism, ethnic tourism, ecotourism, but few as important as USTTA's authorizing legislation. If confirmed by the Senate, I look forward to working with this committee and the 102d Congress on that legislation. Until we establish a coordinated and comprehensive national tourism policy, this industry will not be seen in a serious economic light. I consider this policy and the associated legislation to be another cornerstone in that foundation.

With the Persian Gulf war behind us, we have great opportunities ahead. The President, the First Lady, and Secretary Mosbacher are fully aware of the profound importance of the travel and tourism industry as a key export and have shown their support without reservation—particularly over the past few months. I feel this support will only continue to grow. But support at high levels is not necessarily enough. The unity that the industry has experienced through this crisis and exemplified by the recently formed travel coalition must continue. As Henry Ford once said, "Coming together is a beginning; keeping together is progress; working together is success." I consider unity to be one more cornerstone in that foundation.

Mr. Chairman, I very much look forward to using my knowledge and experience in Government to pursue these efforts and further the success story of USTTA. If reported favorably by this committee and confirmed, I will represent the President and the Secretary to ensure that national tourism interests are administered carefully and wisely. I look forward to working closely with you to support the national interest.

Thank you, Mr. Chairman. I will be happy to answer any questions at this time.

[The biographical data and answers to question of Mr. Keller follow:]

BIOGRAPHICAL DATA

Name: Keller, John Greenway; address: 6621 Wakefield Dr., #413, Alexandria, VA 22307; business address: The White House, Washington, DC 20500.

Position to which nominated: Under Secretary of Commerce for Travel and Tourism.

Date of birth: August 10, 1958; place of birth: Washington, DC.

Marital status: Married; full name of spouse: Catherine Wood Keller.

Education: Tufts University, 1976–77; Iowa State University, 1978–81, B.S., 1981.

Employment record: March 1982–January 1983, Republican National Committee, Washington, DC, advance; January 1983–September 1984, Office of the Vice President, Washington, DC, advance; September 1984–December 1984, Reagan-Bush '84, Washington, DC, advance; December 1984–June 1985, Office of the Vice President, Washington, DC, advance; June 1985–February 1986, U.S. Fish and Wildlife Service, Washington, DC, policy; February 1986–January 1989, Office of the Vice President, Washington, DC, development advance; and January 1989–present, Executive Office of the President, Washington, DC, advance.

Political affiliations activities: 1979–80, George Bush for President Campaign—volunteer and paid positions; and 1984, Reagan-Bush '84.

Memberships: Iowa State University Alumni Association.

Honors and awards: 1989, Manhattan Jaycees—honored; 1989, listed in Marquis' Who's Who.

Published writings: None.

QUESTIONS OF THE CHAIRMAN AND ANSWERS THERETO

*Question 1.* To date, your background has not been in the travel and tourism area. What special skills or talents do you bring to this job?

Answer. The White House Office of Presidential Advance is more involved in the travel and tourism area than one might think. The operational side is like a very complex travel agency. The travel logistics of moving advance teams as well as moving the Presidency itself involves the constant coordination with the airline and hotel industries, as well as rental car companies. Negotiating contracts and rate structures for the transportation of hundreds of people a week is a monumental task. Many good and lasting relationships have been formed with the aforementioned travel sectors. The extensive travel that this position has afforded me has broadened my knowledge of the United States as a destination and the rest of the world as the place from which to bring visitors.

As the manager of one of the largest operations in the White House, I have become extremely knowledgeable about the workings of Government agencies and I have developed a vast number of interagency contacts. In addition, I have watched and learned about the unique relationship between the executive and legislative branches.

My extensive foreign travel has also allowed me to work with our Embassies overseas and the Foreign Service. Since a great deal of USTTA's mission is accomplished abroad, I feel this knowledge can assist me greatly if I am confirmed as Under Secretary.

*Question 2.* What is the status of the travel and tourism disaster relief assistance program for which funds were appropriated last Congress?

Answer. The United States Travel and Tourism Administration has developed the notice of availability of funds, which contains specific criteria for application, for publication in the Federal Register. The notice has passed formal review by the Office of Management and Budget. On May 7, 1991, the notice was filed with the Federal Register and should appear by the end of the week. As written, the notice provides for quarterly acceptance of applications until all funds are allocated, beginning with the quarter April 1–June 30, 1991. After competitive review of the applications received during this period, awards will be made by the end of September 1991.

*Question 3.* Until the gulf war, the Japanese market was our most lucrative one from the standpoint of travel and tourism. Last year, we posted a $5 billion surplus in travel and tourism with the Japanese. What steps should be taken to restore Japanese tourism?

Answer. The Japanese market is our largest overseas market—the No. 1 earner of international tourism receipts. In 1990, Japanese visitors contributed over $10 billion to the U.S. economy, including $2.8 billion to U.S. international air carriers. Including international fare payments, America enjoyed a $7.8 billion surplus in its tourism account with Japan—a significant offset to the United States-Japan trade balance.

The gulf war did serious short-term, and perhaps medium-term damage to the U.S.-bound travel market from Japan. Because of several factors, including perceived safety threats and undue concern for possible American ill feelings toward Japanese tourists, travel from this market was essentially cut in half during the war. Much of the Japanese outbound traffic headed instead to our prime competitors. Australia in particular, benefited from this diversion of travel and may benefit further from the resulting repeat market.

Steps have already been undertaken which will restore Japanese demand for travel to America. Even during the war and immediately afterward, USTTA was channeling positive reinforcement messages to the Japanese travel trade and consumers. An upbeat message from the Under Secretary of Commerce went to the major Japanese tour wholesalers and other members of the travel trade, assuring them that America was safer than ever and ready to welcome renewed Japanese tourism, thus encouraging their efforts to restimulate travel to the United States. This was enthusiastically received and served to fortify a shaken Japanese industry. Comparable statements by the President, the First Lady, and the Secretary of Commerce were also widely publicized by USTTA and were well received.

The U.S. industry itself invested in the effort to regenerate tourism from this market. On April 4, 1991, USTTA and industry executives representing a "Go USA" Travel Coalition held a highly successful public relations event in Tokyo. This event hosted the highest echelons of the Japanese travel trade, which controls distribution and sale of outbound tourism from Japan and did much to instill a sense of commitment and vitality to this marketing effort.

USTTA continues to encourage U.S. destinations and private sector members of the industry to expand their marketing efforts in Japan. The agency has also target-

ed Japan for a major promotional campaign in fiscal year 1992, which will help boost Japanese tourism to the United States through cooperative marketing initiatives with the U.S. travel industry. Major promotional resources will also be brought to bear through the agency's Regional Market Development activities. Through these and other cooperative marketing campaigns with industry partners, we will bring Japanese demand for travel to America back to (and above) prewar levels.

*Question 4.* Is consumer promotion a priority for USTTA, or are its programs aimed primarily at trade? How much money would it take to launch an effective consumer marketing program overseas?

Answer. Reaching the consumer, the "end-user" of our product, is a high priority for USTTA. Promotional programs aimed at stimulating interest in destinations and providing travel information to meet the demand generated are important components of our consumer marketing program.

USTTA consumer promotional activities include industry cooperative advertising, (USTTA provides limited seed money), consumer travel shows, destination publicity generated by press inquiries and familiarizations, and travel information services provided to the public. Examples of consumer travel shows include the ITB in Berlin (which is also trade), World Travel Market in London, JATA in Japan, and the BIT show in Milan.

With the devaluation of the dollar and the resulting escalation of operating costs overseas, cooperative advertising programs have been reduced. USTTA, however, has been successful as a catalyst in attracting private and public sector support for cooperative media (TV, magazine, and newspaper) campaigns worldwide. Millions of potential visitors to the United States have been reached through such campaigns; evaluation studies have underscored their effectiveness as a means of increasing visitors and extending length of stay. Emphasis has been given to media activities, such as journalist familiarization trips, which generate invaluable exposure for destinations at a fraction of the cost.

USTTA regional offices respond to hundreds of thousands of inquiries from the traveling public by telephone and by mail. These offices provide the public with regional brochures covering all of the United States and maintain an inventory of literature on behalf of U.S. destinations. This year, USTTA will produce a new series of travel brochures—2.5 million brochures covering 12 regions in six languages (English, French, German, Spanish, Italian, and Japanese) will be distributed in USTTA's 10 major markets. It is a major project completed with the cooperation of State and city bureaus as well as the support of the private sector.

It is true that USTTA works extensively with the travel trade, as a cost-effective means of reaching the consumer. These trade activities include industry cooperative trade advertising, educational workshops and seminars, agent and tour operator familiarizations, and USTTA-organized pavilions in international trade shows. USTTA's knowledge of the trade moreover represents an important link for U.S. destinations to those tour operators and travel agents promoting the United States in the market.

Thus, with the support and cooperation of the U.S. travel industry, USTTA is able to leverage its current funding to implement highly effective and targeted promotional programs aimed both at the consumer and the travel trade.

*Question 5.* There ore those who suggest that the phenomenal growth in inbound international tourism is attributable almost entirely to the devaluation of the dollar. Do you believe that currency fluctuations are the most important factor in determining travel destinations?

Answer. Currency fluctuations are among the key factors impacting on international tourism to the United States. However, there are many other factors of great importance as well, as for example: travel barriers (both international and domestic), the health of the world economy (income and income distribution), U.S. marketing and promotion abroad (private and public), international aviation agreements (control routes, capacity, and schedules), and the availability of leisure time. There are other factors, such as international conflicts (for example the recent Gulf events), weather conditions, disasters and related events which are sometimes difficult to measure in terms of their impact on international events.

*Question 6.* If confirmed what efforts will you undertake to assist small- and medium-size businesses that want to enter foreign markets?

Answer. If confirmed, I will be committed to supporting USTTA programs which assist small- and medium-size businesses. USTTA recently developed programs in the areas of rural tourism development, minority tourism development, and special marketing workshops aimed at helping small- and medium-size businesses. If confirmed, I intend to continue these programs and to seek to have USTTA develop and support additional efforts to create opportunities for small- and medium-size businesses to become involved in the international tourism marketplace.

Senator ROCKEFELLER. Mr. Keller, that was an excellent presentation. It was very precise and very thoughtful, and you do have big shoes to fill. Rock Schnabel and Donna Tuttle before him were just absolutely superb. In the case of Donna, when she came in, people said, well she is not an expert, she does not have the background in tourism—and she turned out to be absolutely superb. The reason that she did is because she was determined to do well. She is person of incredible energy, and just took on the job and was excellent.

And Rock Schnabel brought all of those qualities, and now of course he is Deputy Secretary, so that is a very good situation, I think. I think there will be no problem with your being confirmed at all, and you should feel no hesitancy just because you do not have a Ph.D. in tourism. Very few people do. In fact, I suspect you come closer to having one than any of our recent USTTA directors, simply by virtue of what you have done. A direct relationship with the President can only be helpful as you do your work here and around the world.

I also agree with you on this reauthorization, this absurd process that we are trying to go through, wherein the Senate each year really does its work to fund USTTA, and then the House does not. Then we prevail in conference. It is uncomfortable, it is unworkable, there has been no reworking of national tourism on an authorization basis since 1981, and we are trying to do it with the idea of export promotion—tourism as export, to do precisely what you have indicated, to establish it, give it a more muscular profile, and really in a sense get it into the national trade estimate, which is where it ought to be. It is bigger than agriculture as an export.

Let me just pop a couple questions at you, and Senator Bryan can chime in as he wishes to. There is always the question of the scarcity of the budget, and of course you and I are both embarrassed by the size of it. I mean, when you think of what, I forget what the latest comparison is, I think it is Chad that spends more on tourism than does the United States, in a Federal sense. No, actually I guess it was Togo.

In any event it is embarrassing, so that you have not much to work with, and yet you have a huge responsibility. You have nine offices, I believe, around the world. There is always tension whether to consolidate or whether to expand with your scarce resources, what you do with that. Are you familiar with where those are, and what your thoughts might be? For example, there has been discussion about opening one up in Korea, because there is a new-found willingness to travel there, and the financial ability to do it. Maybe you could just reflect on that, the presence of USTTA around the world.

Mr. KELLER. Mr. Chairman, I think that the offices that we do have are there for good reason. I think that the locations are chosen solely due to their market potential, and what they offer this country for international visitors. It is my understanding from the 1992 budget submission that there is a proposal for an office in Korea. That, again, is because it offers such an opportunity for inbound visitors. There is a bit of stepping up proposed in the budget as well, for Japan and Europe, because of the interest specifically

in the Pacific Rim, that Australia and Japan are showing such great potential for tourism into the United States.

And also with Europe, because at this point I believe we are in a deficit situation with Europe, so in order to try and correct that situation, but the offices are extremely important to what USTTA does.

Senator ROCKEFELLER. I am told there are other Senators at the door waiting impatiently, and with all due respect to them, we nevertheless have one or two more questions Senator Bryant and I might want to ask.

GAO has put out a report on this very interesting and very important question of facilities, ports of entry, airports, etcetera, where we are not very good at receiving people from overseas. I can remember, for example, I would travel to Japan at least once a year, and they had forever a section called aliens, and that is where you went to do your passport work, et cetera.

Then the last time I was there I noticed they changed it to foreign visitors. It is a small change, but an enormous change, changes that we in fact pay precious little attention to, so that when the Japanese, for example, come into Hawaii, the Japanese more or less have to schedule because of the time differences, their takeoff times with their various airlines are at about the same time, so you get these long lines in Hawaii. Sometimes I think they were as I recall 2 or 3 hours before people even got serviced.

You come into Dulles, you come into JFK, any of the airports, if you are a visitor from another country, you are not very well treated. In fact you are not very well treated if you are a visitor from this country. GAO discusses that, and there are things I think that can be done about that. Are you familiar with the GAO report.

Mr. KELLER. I have read it, Mr. Chairman.

Senator ROCKEFELLER. Do you have any thoughts about that?

Mr. KELLER. Well, I think that visitor facilitation is a very important issue and, as I am sure you realize, it is something that is a joint collaboration as far as its success with immigration and customs, in order to get the problem solved. I look forward to dealing with them in a very close manner to see what we can do to take care of any problems that exist at the airports.

Senator ROCKEFELLER. Good. Senator Bryan, do you have any questions?

Senator BRYAN. Just one or two observations. I wanted to underscore the chairman's comment about the GAO report. He held a hearing earlier in which one of our colleagues expressed his complete dismay at the reception that we give foreign travelers. You put your finger on the number, $52 billion a year. That is a rather substantial amount of money. It is a trade surplus plus for us, in terms of our balance of accounts, so it is important in many different ways, and we believe, you shared privately with me your own enthusiasm that we can do even more.

Hopefully with a more robust budget, and I realize that is something we all have to work on together to get support for additional appropriations.

But I just wanted to mention one other thing, and then I will yield my time back, Mr. Chairman. That is, I think that there is really an opportunity for you to continue in the tradition of your

predecessors, and that is to help to form this public sector/private sector partnership. The very nature of tourism as we all know tends to be fragmented. There are many component parts. There are not always a community of interest with respect to every aspect of tourism. But overall, the industry benefits, the country benefits of the economies of our respective States benefit by increased travel to America.

As one who is charged with the responsibility for that program, I think you can provide a real leadership role in terms of a catalyst working with the private sector to encourage them. Such efforts as Go USA, which we talked a bit about in the office, and others bringing all of those various component parts together I think can do a great deal to enhance the cause, and I just want to reaffirm my personal support, interest in working with you and your staff, to see if we cannot bring even greater dividends by way of foreign visitor travel to America.

And I thank you so much for your courtesy, Mr. Chairman.

Senator ROCKEFELLER. Thank you, Senator Bryan. I think at this time, Mr. Keller, we probably will call a halt because of the next hearing. But I really do look forward to working with you. You talked about your mind being boggled; my mind was boggled when I found out there are 110 million people in this world who work all day, every day on something called tourism. It is gigantic. And as you said, it is also invisible, and bringing it into a more muscular, so to speak, profile, so that it is treated more seriously, and not just by the House of Representatives, but by the world in general, I think is very important.

I have a lot of confidence, from everything I know about you, that you will do a superb job. So, I look forward to working with you. I think your confirmation will be easy, and you will be excellent.

Mr. KELLER. Thank you, Mr. Chairman.

Senator ROCKEFELLER. Thank you very much, and I may submit a couple of more questions to you in writing.

This hearing is adjourned.

[Whereupon, at 2:15 p.m., the hearing was adjourned.]

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